



COMDTNOTE 12510
10 APR 1992

COMMANDANT NOTICE 12510

CANCELLED: 09 OCT 1992

Subj: Ch-4 to COMDTINST M12510.6B, Position Classification
Manual

1. **PURPOSE.** This Notice provides changes to COMDTINST M12510.6B, Position Classification Manual, which defines the policy focus, critical program issues, and management communications required of position classification programs.
2. **BACKGROUND.** At the request of the Commandant a review was done of the position classification program to identify the reasons why the Coast Guard average grade appeared to lag behind that of other Department of Transportation operating administrations. Among the areas studied as part of the review conducted by Systems Flow Inc. were the nature of the classification program's focus and the need for improved communication with management.
 - a. The study identified the need to refocus the classification program from one which was purely regulatory in nature to one in which classification seeks to support management in meeting its mission needs. This refocusing was identified as comparable to program and policy changes within the Office of Personnel Management (OPM) and reflective of changes in other Departments and agencies in which management assumed a participatory role with classification.
 - b. In addition, the study identified the need for greater emphasis on communication with management. This communication need included sharing information on classification program initiatives, receiving information on organizational issues and problems, and ensuring that classification actions impacting the work force are effectively analyzed by classifiers and managers.

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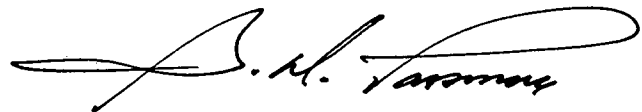
3. POLICY CHANGES. To address these issues three policy initiatives are being instituted by this change:
 - a. The fundamental charter under which the classification program functions is being changed to reflect both a regulatory role and a management support role.
 - b. The responsibility for position management determinations is being restated to emphasize management's authority to determine the method by which mission responsibilities will be accomplished and classification's responsibility for advising on the resulting classification effect.
 - c. A requirement to establish ongoing management and classification communications through a variety of mechanisms is now established.
4. ACTION. Insert the following pages:

Remove

Pages i through iii
Pages 1-1 through 1-4

Insert

Pages i through iii, CH-4
Pages 1-1 through 1-7, CH-4



G. D. FAGOTELLI
Chief, Office of Personnel
and Training

Encl: (1) Ch-4 to COMDTINST M12510.6B

TABLE OF CONTENTS

Chapter 1 - General Provisions

A. Coast Guard Policy.....	1-1
B. Critical Program Elements.....	1-1
1. Customer Servicing.....	1-1
2. Position Management.....	1-1
3. Program Management.....	1-2
4. Civilian Pay Systems.....	1-2
5. Equal Opportunity.....	1-2
C. Coverage.....	1-2
1. General Schedule and Federal Wage Systems Exceptions.....	1-2
2. Pay Setting Exceptions.....	1-2
D. Authorities.....	1-3
1. Office of Personnel Management.....	1-3
2. Coast Guard.....	1-3
3. Prevailing Rate Advisory Committee.....	1-4
E. Responsibilities.....	1-4
1. Personnel Officers.....	1-4
2. Supervisors.....	1-5
3. Employees.....	1-5
F. Office of Management and Budget Circular A-76 Organizational Studies.....	1-5
1. Classification Impact.....	1-6
2. Compensation.....	1-6
3. Position Management.....	1-6
4. Organizational Analysis.....	1-6
G. Changes to Most Efficient Organizations (MEO's).....	1-6
H. Management and Classification Meetings.....	1-6

Chapter 2 - Position Classification

A. General.....	2-1
1. Requirement.....	2-1
2. Preparation.....	2-1
3. Approval.....	2-1
B. Use of Position Description.....	2-1
1. By the Manager.....	2-1
2. By the Classifier.....	2-1

C.	Position Description Content.....	2-2
1.	General.....	2-2
2.	Supervisory Positions.....	2-2
3.	Format.....	2-2
4.	Research Positions.....	2-3
5.	Federal Wage System (FWS).....	2-3
6.	Statements of Difference.....	2-3
D.	The General Schedule Classification System...	2-3
1.	Objectives.....	2-3
2.	Other Uses.....	2-3
3.	The System.....	2-4
E.	Federal Wage System Jobs.....	2-4
1.	General.....	2-4
2.	Legal Authorities.....	2-4
3.	Exclusions.....	2-5
F.	Job Grading.....	2-5
1.	Elements of the System.....	2-5
2.	Job Grading Standards.....	2-5
3.	Grade Structure.....	2-6
4.	Evaluation.....	2-6
5.	Standards Development.....	2-6
G.	Classification Process.....	2-7
1.	Cover Sheet.....	2-7
2.	Request for Personnel Action.....	2-7
3.	Civilian Personnel Office Review.....	2-7
4.	Determination of the Civilian Personnel Office.....	2-8
5.	Final Decision.....	2-8
6.	Appeals.....	2-8
H.	Evaluation Statements.....	2-8
1.	General Schedule (GS) Evaluations.....	2-8
2.	Federal Wage System (FWS) Evaluations....	2-10
I.	Maintenance Reviews.....	2-12
1.	Audit Requirement.....	2-12
2.	Structure for Review.....	2-12
3.	Position Description Review Report.....	2-12
4.	Correction of Inaccurate Position Descriptions.....	2-12
5.	Maintenance of Current Position Descriptions.....	2-12

Chapter 3 - Classification Appeals

A. Coverage/Exclusions.....	3-1
B. Employee Options.....	3-1
C. Appealable/NonAppealable Items.....	3-2
D. General Schedule Employee Requirements.....	3-2
E. Federal Wage System Employee Requirements.....	3-3
F. Nonappropriated Fund Employee Requirements....	3-3
G. Employee Representative.....	3-4
H. Contents of an Appeal.....	3-4
I. Appeal Processing.....	3-5
J. Cancellation of Appeals.....	3-6
K. Effect of Appeal Decision.....	3-6
L. Mandatory GS/GM Appeal Referrals.....	3-6

Chapter 4 - Comments on Draft OPM Classification Standards and/or Agency Guidelines and Standard Position Descriptions

A. Request for Comments on Proposed OPM Classification Standards and/or Agency Guidelines.....	4-1
1. General Questions.....	4-1
2. Specific Questions.....	4-2
3. Test Application.....	4-2
B. Request for Comments on Standard Position Descriptions (PDs) and Evaluation Statements..	4-2
1. Review Questions for Standard PDs.....	4-2
2. Review Questions for Standard Evaluation Statements.....	4-3

CHAPTER 1. GENERAL PROVISIONS

- A. Coast Guard Policy. It is the policy of the Commandant that the classification program be administered Coast Guard-wide in a manner that reflects its role as a staff support function, providing expert advice to managers in the most effective, equitable, and efficient use of their human resources. This policy should lead to several desirable outcomes:
1. Agency managers feel that they are increasingly responsible and accountable for their actions,
 2. Management should feel fewer and fewer impediments to personnel administration, and
 3. Managers should feel that the personnel system can be used to meet their specific needs.
- B. Critical Program Elements. Within this context, the role of the position classifier is to develop and maintain a positive relationship with managers, one which concentrates on identifying the many possibilities available within the personnel system for accomplishing organizational objectives. In meeting this classification policy goal, the following key elements will be observed:
1. Customer Servicing. Classification program actions shall be directed toward enhancing customer relations and improving customer servicing. To this end, regular or periodic attendance by personnelists at organizational staff meetings is one mechanism which should be considered. The purpose is to foster both the perception and the reality that personnelists and managers are working toward the same goals. In addition, continuing involvement by personnelists in an organization's human resource management and planning will permit them to provide technical advice when problems are first identified, rather than having to react negatively to management proposals which may be inadvisable or infeasible.
 2. Position Management. Primary responsibility for position management rests with line managers and supervisors. Position classifiers, who typically have analytical skills and exposure to a variety of organizations, are in a position to provide valuable support to a position management program. However, the determination to assign duties and structure organizations is exclusively the authority of the line manager and supervisor.

- 1.B.3. Program Management. Both position classifiers and the management they represent bring special expertise to the administration of the classification program. For example, implementation of new classification standards requires a knowledge of the functions affected which is uniquely management's, and the classification principles applied which are uniquely the classification specialists. Similarly, classification of new organizations or new missions requires both management and classification perspectives. To reflect this partnership, classification program management should be conducted so as to emphasize this relationship between managers and classifiers.
4. Civilian Pay Systems. All civilian positions paid under the Federal Wage System (FWS) (5 USC 5341), the General Schedule (GS) (5 USC Chapter 51), or the Performance Management and Recognition System (GM) are classified and placed in a grade or wage level in accordance with published Office of Personnel Management (OPM) standards, on the basis of equal pay for substantially equal work.
5. Equal Opportunity. All positions will be classified without regard to race, color, sex, religion, national origin, age, political affiliation, marital status, physical or mental handicap, or other nonmerit factors.
- C. Coverage. This manual includes all GS and FWS positions and those positions to which either of those systems have been administratively applied. Generally, all civilian positions in the Coast Guard are subject to either the provisions of the Classification Act or the Federal Wage System unless specifically excepted by statute or regulation.
 1. General Schedule and Federal Wage System Exceptions. At the present time, continuing exceptions are Academy faculty and Executive Level positions, officers and crews of ferryboats, lighthouse keepers and lamplighters, and nonappropriated fund employees.
 2. Pay Setting Exceptions. A position may be excepted from Civil Service Regulations with regard to employment, but not to the pay setting procedures established by the Classification Act, Federal Employee Pay Comparability Act, or Federal Wage System.

1.D.Authorities.

1. Office of Personnel Management. The Office of Personnel Management (OPM) has final authority over determinations of position coverage or exclusion under the systems, position classification standards, and administering the system. Authority to administer the system includes the initial classification of positions coming into the system; investigation and revision of any agency classification decision; determining the effectiveness of the agencies' administration of the system; classification of administrative law judge; Senior Executive Service; and the revocation and restoration, in whole or in part, of the general classification authority of an agency or department.
2. Coast Guard. Authority to administer the Coast Guard classification program has been delegated to the Commandant (G-C) and redelegated through Commandant (G-P) and (G-PC) as outlined in COMDTINST 12550.1 (series), Delegation of Civilian Personnel Authorities. Each organizational entity to whom authority has been delegated, either in whole, or in part, has a responsibility for administering its part of the total Coast Guard classification program in the most effective and efficient manner in compliance with applicable laws, regulations, and published standards. Commandant (G-PC) is responsible for the Coast Guard-wide administration of the Federal Wage System program. This includes:
 - a. Participating in the development of Department of Transportation-wide policies and procedures through joint meetings or input to proposals for new features or changes in the system;
 - b. Reviewing Office of Personnel Management proposals to assist in developing positions or replies;
 - c. Implementing wage schedules received from the Department of Defense and the Office of Personnel Management; and
 - d. Conducting or participating in the conduct of wage surveys.

1.D.3. Prevailing Rate Advisory Committee. The function of this committee is to consider new or revised basic policies and procedures of the Federal Wage System and to make its recommendations to the Office of Personnel Management (OPM). This committee is established by OPM and consists of 11 members. Five members are designated from departments and agencies employing wage grade employees. Four members are designated by the President from AFL-CIO. One member is designated by the head of an independent labor organization selected on a rotating basis. The last member is the Chairman designated by OPM. The salaries of the committee members are paid by their respective employers.

E. Responsibilities. Commandant Instruction 12250.1 (series), Delegation of Civilian Personnel Authorities, delegates authority for personnel management with the intent that the authorities be exercised only with the advice of qualified civilian personnel specialists. Classification of positions, therefore, will be performed by members of the servicing civilian personnel offices who are delegated this specific function for the organizations which they serve.

1. Personnel officers and personnel specialists to whom classification authority has been delegated are responsible for:

- a. Evaluating positions and wage jobs in terms of the proper application of standards and placing an authorized title, series, and grade of all positions within the coverage of this manual;
- b. Providing advice to supervisors in the development of position and job descriptions and assisting where necessary. (An increasingly important area of involvement is during the development of position descriptions for the Most Efficient Organization (MEO) during A-76 activities.)
- c. Explaining the interpretation of position classification and job grading standards and criteria in the classification process as requested by employees or supervisors;
- d. Specifying the format to be used in writing position and job descriptions;
- e. Conducting reviews with supervisors to ensure current and accurate position descriptions and classifications;

- 1.E.1. f. Advising managers and supervisors on position management concepts such as exercising grade control, restructuring of jobs, and maximum use of skills; and
- g. Paying and administering authorized wage rates for wage grade employees.

2. Supervisors are responsible for:

- a. Developing organizations, planning and assigning work to individual positions within personnel and funding limitations;
- b. Approving position descriptions and certifying their accuracy;
- c. Reviewing official position descriptions with employees on an ongoing basis to assess their accuracy and currentness;
- d. Assuring that new position descriptions are submitted in a timely fashion whenever functions or assignments change;
- e. Assuring that employees fully understand the duties, responsibilities, and other factors in the description of their jobs; and
- f. Ensuring the proper determination of position sensitivity of all positions established under their jurisdiction. The designation process involves four steps and is documented on DOT Form 1630.2.

3. Employees are responsible for:

- a. Ensuring they understand the intent and content of their assigned duties and responsibilities; and
- b. Participating in a periodic review with the supervisor to verify the accuracy of the position description.

F. Office of Management and Budget Circular A-76 Organizational Studies. Under the provisions of Circular A-76 and as directed by the Commandant (G-CPP) organizations review specific functions to determine the most economical structure for their performance by the Coast Guard. Identified as the Most Efficient Organization (MEO), these organizational proposals are then compared to private contractor proposals to determine whether the function will be performed by the

1.F.(cont'd) Coast Guard or contracted out. The commanding Officer of the unit under A-76 review shall contact the servicing civilian personnel office at the beginning of the development of the Management Study (MEO documentation) to ensure that this office provides the following minimum information:

1. Classification Impact. This includes a determination of the pay plan, title, series and grade of all positions in the MEO as well as the support structure proposed in the event the function is contracted out.
2. Compensation. This includes identification of the proper hourly rates, per annum salaries, premium pay, and allowances and differentials to be received by affected positions.
3. Position Management. As required by regulation and individual Position Classification Standards, a determination must be provided as to any position management problems or issues requiring further analysis.
4. Organizational Analysis. Additional information may be provided regarding treatment in other similar organizations, potential conflict with other organizational missions, and related analyses.

G. Changes to Most Efficient Organizations (MEO's). If a cost comparison results in the decision to accomplish a particular function with Government employees, the MEO on which the comparison is based will be implemented. The individual position descriptions within the MEO will be established to adequately accomplish the function and will generally be obligated to remain unchanged for a period of five years. As a result, any proposed changes to MEO position descriptions that could effect the integrity of the initial cost comparison will require Commandant (G-CCS) approval. A change by management to the positions in an MEO must be provided through the servicing civilian personnel office to Commandant (G-CCS) for review and approval.

H. Management and Classification Meetings. The classification staff at each Civilian Personnel Office should regularly meet with the managers whose organizations they serve, regardless of whether there are any specific personnel actions from those organizations pending. These meetings may take the form of staff conferences, field visits, formal or informal briefings, or ad hoc work force sessions. The intent of the meetings should be to:

- 1.H.1. Understand management mission requirements, the factors currently facing them, the difficulties expected, and the role organizational structures and position classification may play in addressing these factors;
2. Communicate classification and compensation program initiatives, brief management on statutory, regulatory and policy changes, and discuss classification functions which may be of assistance to management in meeting mission requirements; and
3. Establish a basis for evaluation of the work force impact of new classification procedures, new classification standards, and changing regulatory requirements so that two program requirements are addressed:
 - a. Coast Guard requirements and interests are represented in the development of Departmental and Office of Personnel Management policies and standards, and
 - b. Coast Guard management and civilian personnel plan for and deal with any expected impact.

